

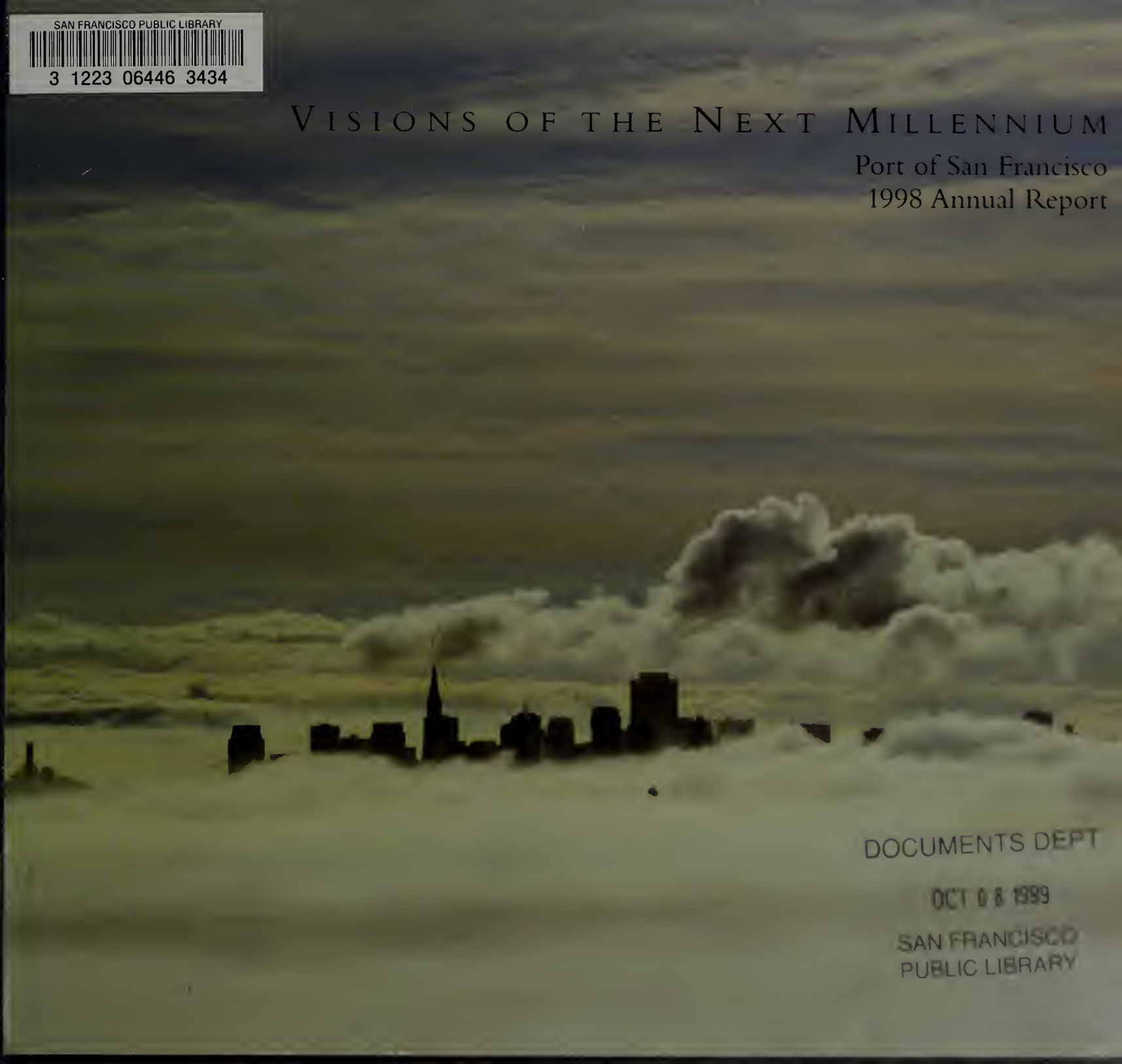
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VISIONS OF THE NEXT MILLENNIUM

Port of San Francisco
1998 Annual Report



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*“What we will become tomorrow
is based on what we have accomplished today.”*

– Willie L. Brown, Jr., Mayor of San Francisco



- Port sets record revenue growth for fiscal 1997/98 – \$38.5 million.
- Port posts net income of \$16.5 million for fiscal 1997/98, a 132 percent increase over previous year.
- Blue Star Line, Colombus Line, and South Seas Line sign contracts with Port to provide cargo service between San Francisco and the South Pacific.

- Princess Cruises and Crystal Cruises enter into agreement with Port to homeport luxury cruise ships in San Francisco beginning in 1999.
- Port negotiates \$4 million, five year contract with U.S. Maritime Administration to homeport seven rapid deployment ships.
- In 1998, the Port brought in a new operator to execute an ambitious plan to revitalize the City's Foreign

Trade Zone. The plan calls for the creation of an international business center that will provide on-site access to a host of professional services to facilitate import/export activities.

- Piers 30/32 selected as site for new world class international cruise ship terminal.
- New Downtown Ferry Terminal project approved.
- Port secured \$2 million in federal funds for a new ferry terminal at China Basin Channel.
- A temporary homeless shelter at Mission Rock is completed, housing 600 people.
- The United Nations ships 14,000 tons of rice through the Port to help feed millions of starving people in North Korea.
- Port coordinates shipment of 2 million pounds of clothing, food and medical supplies to Central America to aid hurricane Mitch victims.
- 100th anniversary of Ferry Building celebrated in city-wide public event.
- Ferry Building Restoration project begins as developer is selected.
- Renovation of historic Pier 1 begins as developer is selected.
- Construction of Giant's Pacific Bell Baseball Park continues on schedule.
- West Coast Recycling lease approved at Pier 96.
- Port site secured for 1999 ESPN X-Games.
- Port site secured site for Spirit of Flight World Tour Exhibition.
- Pier 98 Wetlands Restoration project approved. Construction to be completed in 1999.

*“We will continue to build on our successes in attracting new
to support the public trust.”*

– Denise McCarthy, President, San Francisco Port Commission



Michael Hardeman, Commissioner

Brian McWilliams, Commissioner

Pius Lee, Commissioner

Kimberly Brandon, Vice President

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maritime business, while carefully pursuing commercial development



The Port of San Francisco is governed by a five member board of commissioners, each of whom is appointed by the mayor and subject to confirmation by the City's Board of Supervisors. Each commissioner is appointed for a four year term. By charter, the Port Commission is charged with the "...power and duty to use, conduct, operate, maintain, manage, regulate, and control..." the Port of San Francisco.

At the forefront of its responsibilities, the Port Commission is empowered to direct and execute programs and policies "which may further the interest of the Port in world trade." The landmark Waterfront Land Use Plan is one example. Adopted by the Port Commission in 1997, the first phases of the plan were launched in 1998. A central component of the plan is to expand the Port's maritime and non-maritime activities.

More than at any other time in the history of the Port, the current Port Commission has been actively involved in guiding the Port of San Francisco into the next millennium.

In Memorial

On March 20, 1998, Port Commissioner James R. Herman passed away. One of the most respected and devoted labor leaders in San Francisco history, Commissioner Herman diligently served on the San Francisco Port Commission for fourteen years. He was first appointed to the commission by Mayor Dianne Feinstein in 1982 where he served three consecutive terms. In 1996, he was again appointed to the commission by Mayor Willie L. Brown, Jr.



Commissioner Herman was formerly President of the International Longshoremen's and Warehousemen's Union (ILWU). He also served as head of the Ship Clerks Local 34 for 17 years.

Described as having "the oratorical gallop of a preacher," he was a strong advocate for maritime business at the Port. In his current term as commissioner, he was instrumental in laying the groundwork of a plan that, today, is re-establishing the Port of San Francisco as a international maritime presence.

His legacy will be remembered through the new James R. Herman International Cruise Terminal and Humanitarian Award established by the San Francisco Port Commission.

“As we enter the next millennium, our vision is to re-establish th

– Douglas Wong, Executive Director, Port of San Francisco



Port of San Francisco as a major international maritime enterprise."



Someone once said, "Ideas are a dime a dozen. People who put them into action are priceless." In presenting our "report card" for the 1997/98 fiscal year, I wanted to break tradition somewhat. On the following pages I'd like to introduce you to those who have been carrying out the objectives and strategies that have made 1997/98 the best year in the history of the Port. The strength of our operating performance for the year was underscored by credit upgrades the Port received from Standard & Poors, Moody's and Fitch.

We have a lot to be proud of. During the past year we generated operating revenues of \$38.5 million. Net income for the fiscal year 1997/98 was \$16.5 million, representing an increase of \$9.4 million – or 132 percent – over last year. The net income reported for the year includes \$8.5 million in federal and state congestion relief funds.

Fiscal 1997/98 was a year of accomplishments, challenges and milestones. We celebrated the 100th anniversary of the historic Ferry Building. In many ways this celebration symbolized the resurgence that we are witnessing along the waterfront. The Waterfront Land Use Plan, adopted in 1997, was implemented in 1998 and with it the rebirth of the Port was officially announced. The decision to re-establish the maritime division proved to be a prudent decision. During fiscal 1997/98 the new division was able to lure new cruise ships to the City and bring cargo shipping back to the southern waterfront.

Port staff also secured a \$2 million federal grant for a new ferry terminal at China Basin Channel. Located along the southern waterfront, the new terminal will provide passenger ferry service that connects China Basin and Mission Bay with existing ferry terminals around the Bay Area. The terminal also will serve the new Giant's Pacific Bell Baseball Park.

But the strength and presence of an organization is measured by more than its bottom line. It is measured by the role it plays in the community – whether local or international. When floods destroyed farm production and left nearly 7.5 million North Koreans starving, the Port of San Francisco stepped forward. We helped to expedite shipment of more than 14,000 tons of rice to that country, much of it destined for 2.6 million children under the age of six. And, when hurricane Mitch devastated Central America, we once again stepped forward. The Port, Bay Area transportation companies, unions, local agencies, corporations, the U.S. Air Force and community volunteers worked in a collaborative effort to warehouse, package and transport more than 2 million pounds of food, clothing and medical supplies for hurricane victims in Central America.

We can look back over fiscal 1997/98 on our accomplishments with pride. What we have accomplished, what we will accomplish, as we stand on the threshold of a new millennium, is only possible through the unselfish commitment of the 233 men and women who work diligently to make the Port of San Francisco what it is.

"The Port of San Francisco has one of the most diverse maritime"

– Peter Dailey, Director, Maritime



By 1995, the Port of San Francisco, one of California's oldest working waterfronts, showed all the signs of having given up on maritime. Only one container carrier still called at the Port, and Port and City officials were seriously considering options to pave the piers over

business portfolios of any port in the United States."



include cargo and cruise shipping, commercial and sport fishing, ship repair, ferries and excursions, and harbor services.

Cargo Shipping

By implementing a plan that focuses on small and mid-size carriers with prices and attention they're unlikely to get at larger ports, the Port has managed to double its cargo volume in the last year. The Port signed new contracts with three new steamship companies: Blue Star Line, Columbus Line and South Seas Line, bringing the number of carriers calling on the Port to eight. All three carriers, who offer service between the South Pacific and San Francisco, call on the Port's finest multi-purpose cargo facility, the Pier 80 Omni-Terminal. As the fiscal year drew to a close, port officials were in negotiations with two additional carriers, TMM and Trans Pacific Lines, Ltd., offering service between Mexico, South America and San Francisco.

Cruise Shipping

In 1997, the Port developed a ten-point homeport incentive plan directed at major cruise lines to bring more ships to San Francisco. The incentive plan has already begun to pay off. Two major cruise lines, Princess Cruises and Crystal Cruises, announced that they would each homeport luxury cruise vessels in San Francisco in 1999. These two lines combined are expected to bring more than 50,000 visitors to San Francisco in 1999 – representing a 56 percent increase over 1998.

During the period ending June 30, 1998, 42 cruise ships visited San Francisco embarking and disembarking over 65,000 passengers. These ship calls and passengers generated an estimated \$20 million in economic impact for San Francisco and the region.

Lay Berthing

In April, Maritime staff negotiated a contract with U.S. Maritime Administration and California Sealift Terminals, Inc. for the Port to homeport seven MARAD ships for the next five years, which will be a boon to the Port's harbor services and ship repair industries. These rapid deployment vessels are part of a nationwide fleet that stands ready to be called into service on a moment's notice. The contract will yield nearly \$4 million in revenues for the Port and over \$1.5 million in facilities upgrades.

San Francisco Foreign Trade Zone #3

Established in 1948, San Francisco Foreign Trade Zone #3 is one of the oldest in the U.S. In 1998, the Port brought in a new operator to execute an ambitious plan authorized by the Port Commission to revitalize the City's Foreign Trade Zone.

The new operator, Big C Traders, Ltd., consists of a group of professionals representing a broad spectrum of business disciplines. Big C Traders has outlined an ambitious plan to create a one-of-a-kind international business center that will provide on-site access to a host of professional services to facilitate import/export activities.

The purpose of a foreign trade zone is to provide industry with facilities, programs and operations to reduce the costs and burdensome regulations associated with international trade. The goal is to increase competitiveness and profits. An integral part of the nation's foreign trade export policy, foreign trade zones reduce the cost of imports while expanding exports, thereby creating a favorable trade balance.

in favor of tourist and commercial development.

But, under the watchful eye of the late port commissioner, and former ILWU president, James R. Herman, a new administration reinstated the maritime division and drafted a plan to revitalize the Port's maritime industries, which

“Our objective: Maximize the revenue potential of a real estate

Responsible for the management of 670 active commercial, industrial and maritime leases, the Port of San Francisco's Real Estate and Asset Management division maintains one of the most diverse – not to mention unique – portfolios around the world. Committed to maximizing the Port's commercial development, this division accounted for approximately 63.2 percent of the \$38.5 million in operating revenue generated by the Port in 1998.

Fisherman's Wharf

San Francisco is the most visited city in the world. And, Fisherman's Wharf is one of the City's most popular tourist attractions. Each year, more than 15,000,000 people visit this quaint enclave of harbors, restaurants, shops and attractions located in the northern-most portion of the Port. The resulting congestion often rivals the notorious gridlock of LA freeways. But, as a result of the recent completion of the Powell Street Plaza public access area at the Powell/Jefferson intersection, and the successful conversion of Taylor Street and the Little Embarcadero Loop from one-way to two-way streets, traffic circulation to area attractions, restaurants and parking facilities have been greatly improved.

Giant's Pacific Bell Ballpark

With the first pitch scheduled for opening day of the 2000 baseball season, property management personnel continued coordinating efforts related to the timely completion of the 42,000 seat ballpark, pavilion and parking facility. When completed, spectators will be able to reach the Pacific Bell Ballpark by auto, bus, light rail or ferry.

Mission Rock

Port staff negotiated a new 25-year lease with the owners of Kelly's Mission Rock restaurant, a waterfront site located across from the China Basin Channel. It is anticipated that in the year 2000, patrons of the new 10,000 square foot bar and restaurant will be able to take a short water taxi ride to Pacific Bell Ballpark on baseball game days.

West Coast Recycling

Port staff finalized a five year lease at Piers 94/96 on the southern waterfront for the location of a recycling facility. Operating seven days a week, the facility processes fiber, aluminum, glass, plastics, metals and wood products. Projected revenues to the Port from this lease is estimated to reach \$869,000 annually.

Filming and Special Events

One of the most photographed skylines in the world, San Francisco has long been a favorite of television and film producers. Headquarters of the hit CBS television series *Nash Bridges* is located on a barge which docks at Piers 30/32. During 1998, movies filmed at Port locations included amongst others *The Bachelor*; *How Stella Got Her Groove Back*; and *The Parent Trap*. Special events held on Port property during 1998 included: *The Warp Tour*; *KFOG Sky Concert*; *The Chinese Lantern Festival*; *Celebration of Fine Art*; *the One Festival*; *the San Francisco Chronicle's Waterfront July 4th Celebration*; and *the Ferry Building Centennial Celebration*.

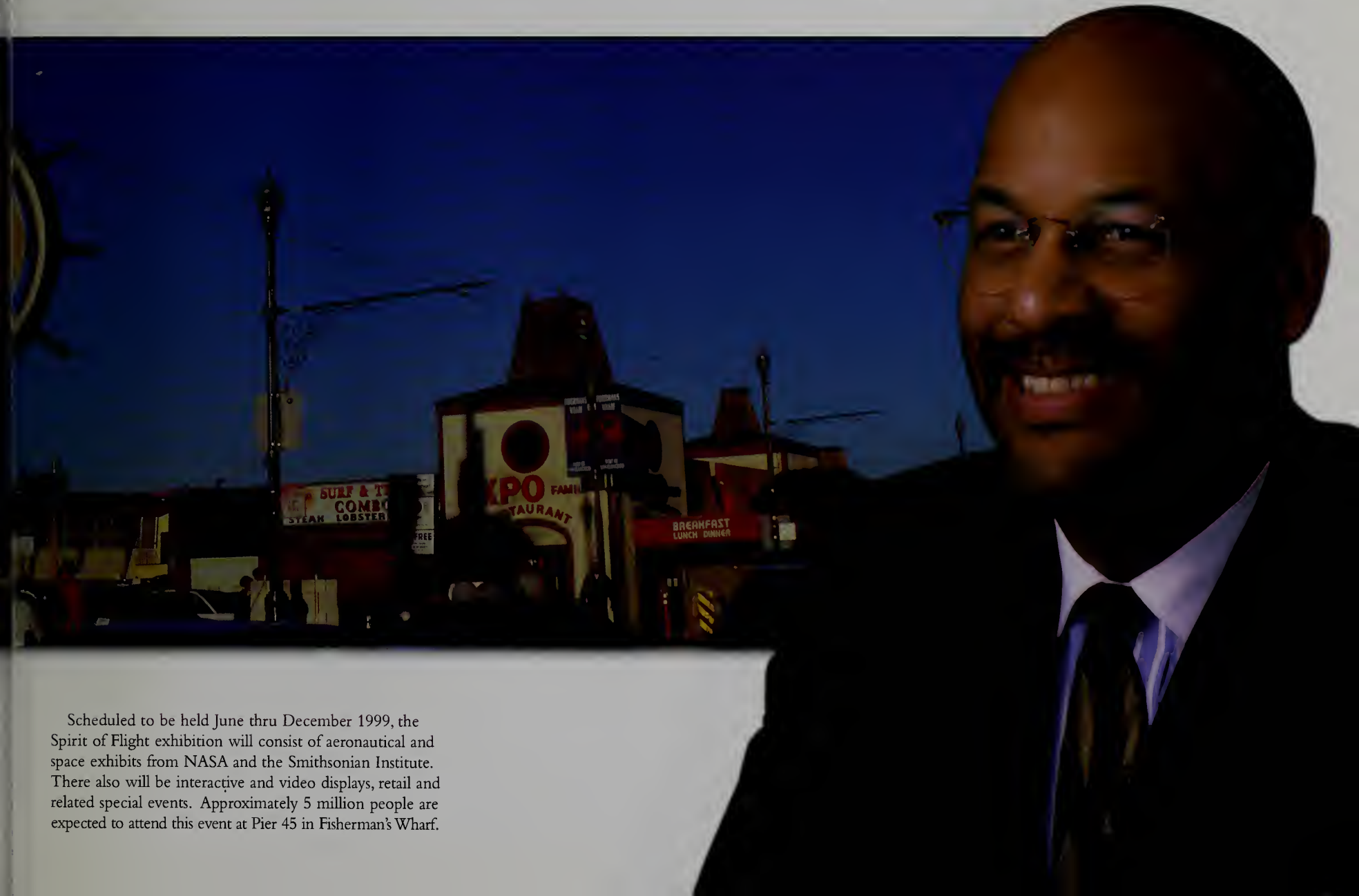
In 1998 Port staff negotiated agreements for two major 1999 events: *the ESPN X-Games* and *the Spirit of Flight World Tour Exhibition*. The main venue for the X-Games will be held at Piers 30/32 in June and July 1999 and June and July 2000. Located just south of the San Francisco

anchorage of the Bay Bridge, this Olympic style, extreme sport competition will clearly highlight the waterfront. ESPN, ESPN2 and ABC will join forces to televise more than 40 hours of events. More than 19 million viewers are expected to watch the X-Games.



portfolio coveted world wide, while perpetuating it as a viable asset for all San Franciscans.”

– Philip Smith, Director, Real Estate & Asset Management



Scheduled to be held June thru December 1999, the Spirit of Flight exhibition will consist of aeronautical and space exhibits from NASA and the Smithsonian Institute. There also will be interactive and video displays, retail and related special events. Approximately 5 million people are expected to attend this event at Pier 45 in Fisherman's Wharf.

"As the Port moves into the next century, the continuing increase in resources to fund operations"

The Port is a self-supported enterprise department of the City. All revenues generated by the Port are to be used only for Port purposes. The Port receives no operating subsidies from the City and the Port has no taxing power.

The Port's revenue is derived primarily from property rental to commercial and industrial enterprises and from maritime operations which include cargo, ship repair, fishing, harbor services, cruise and other maritime activities.

Net Income

In fiscal year 1997/98 the Port posted net income of \$16.5 million, the highest net income in recent Port history. The reported net income includes \$8.5 million in non-operating income which represents a one-time payment to the Port in exchange for granting certain property rights to the City for construction of the Mid-Embarcadero Roadway Project. Assets have been efficiently used to provide increased revenue, enabling the Port to improve facilities, fund capital improvement projects and support maritime operations.

Fiscal year 1997/98 is the fourth consecutive year of steadily increasing net income as shown on the table below:

(In Thousands)					
Years Ended June 30,	1998	1997	1996	1995	1994
Operating Revenue	\$38,490	\$37,290	\$32,057	\$32,212	\$32,431
Operating Expenses	(30,018)	(29,877)	(26,745)	(28,222)	(30,134)
Operating Income	8,472	7,413	5,312	3,990	2,297
Other Income/(Expense)	8,003	(305)	(1,307)	(989)	(2,746)
Net Income (Loss)	\$16,475	\$7,108	\$4,005	\$3,001	(\$449)



net income and operating surplus will provide additional facility maintenance and capital improvements.”

— Benjamin Kutnick, Director, Finance & Administration



Operating Revenues

Fiscal year 1997/98 operating revenue increased by 3.2 percent to \$38.5 million from \$37.3 million the previous year. Commercial and industrial rent increased 4.7 percent to \$24.3 million. Parking revenues, which increased 48.3 percent to \$5.5 million, includes \$1.2 million in parking fine revenue from the Department of Parking and Traffic. Parking fine revenue was previously reported as other income in fiscal year 1996/97.

Operating Expenses

Operating expense for fiscal year 1997/98 remained relatively flat, increasing to \$30.0 million from \$29.9 million. Thus resulting in a 14.3% increase in operating income from \$7.4 million to \$8.5 million.

1998 Operating Revenues	Revenue Amount	Percent Total
Commercial and Industrial Rent	\$ 24,317	63.2%
Parking	5,536	14.4%
Cargo	1,400	3.6%
Ship Repair	1,188	3.1%
Fishing	1,187	3.1%
Harbor Services	775	2.0%
Cruise	547	1.4%
Other Maritime	1,111	2.9%
Power	264	0.7%
Other	2,165	5.6%
Total	\$38,490	100.0%

Other Income (Expense)

Other Income (Expense) is typically comprised of interest income, interest expense, earthquake damage expense, federal/state earthquake assistance and insurance proceeds. In fiscal 1997/98, the Port received a one-time payment of \$8.5 million in federal and state congestion relief funds. The Port received these funds in exchange for granting the City's Department of Public Works certain property rights needed for the Mid-Embarcadero Roadway project.

Bonded Debt

At June 30, 1998, the Port's outstanding bond debt obligations consisted of State of California General Obligations Bonds, Series H, Port Revenue Bonds, Series

1994, and City and County of San Francisco Harbor Improvement General Obligation Bonds, Series A and B.

The Port's outstanding bond indebtedness decreased by \$4.2 million, or 7.3 percent, to \$53.2 million in fiscal year 1997/98.

Net revenue pledged to the Revenue Bonds is required to be maintained at 1.30 times net revenues available for revenue bond debt service. Fiscal year 1997/98 bond debt service coverage is 3.04 times compared to 2.68 times in fiscal year 1996/97.



BALANCE SHEET

(In Thousands)

As of June 30,	1998	1997
Assets		
Current Assets:		
Cash and investments, held in		
City Treasury - Port operating fund	\$ 30,191	\$ 23,411
Receivables - Net	15,351	15,132
Materials and supplies	1,080	974
Prepaid insurance and other assets	251	264
Total Current Assets	46,873	39,781
Restricted Assets:		
Cash held in City Treasury:		
Lessee deposits	2,340	1,636
Capital outlay	6,947	2,296
Cash held by Trustee -		
Bond interest and redemption	9,502	9,437
Investments - Lessee deposits held in trust	916	826
Total Restricted Assets	19,705	14,195
Property, Plant, and Equipment - Net	213,294	202,081
Other Assets	1,158	634
Total Assets	\$281,030	\$256,691
Liabilities and Equity		
Current Liabilities Payable from Current Assets:		
Accounts payable and accrued liabilities	\$ 7,866	\$ 10,451
Current maturities of bonds payable	1,485	1,485
Current maturities of loans payable	900	
Accrued interest payable	66	61
Total Current Liabilities	10,317	11,997
Current Liabilities Payable from Restricted Assets:		
Current maturities of long-term debt	2,800	2,675
Accrued bond interest payable	1,340	1,400
Lessee deposits	3,256	2,462
Deferred grants	12	12
Total Payable from Restricted Assets	7,408	6,549
Deferred Revenue - Net of current maturities	4,352	3,551
Bonds Payable - Net of current maturities	47,687	51,859
Loans Payable - Net of current maturities	11,181	
Total Liabilities	80,945	73,956
Equity:		
Contributed capital	20,347	20,040
Revaluation of property	56,063	56,063
Retained Earnings	123,675	106,632
Total Equity	200,085	182,735
Total Liabilities and Equity	\$281,030	\$256,691

STATEMENT OF INCOME

(In Thousands)

Years Ended June 30,	1998	1997
Operating Revenues:		
Commercial and Industrial Rent	\$24,317	\$23,218
Parking	5,536	3,732
Cargo	1,400	1,974
Ship Repair	1,188	1,237
Fishing	1,187	1,162
Harbor Services	775	689
Cruise	547	619
Other Maritime	1,111	563
Power	264	710
Other	2,165	3,386
Total Operating Revenues	38,490	37,290
Operating Expenses:		
Operations and maintenance	24,129	24,013
Depreciation and amortization	5,889	5,864
Total Operating Expenses	30,018	29,877
Operating Income	8,472	7,413
Other Income (Expense):		
Interest and investment income	2,457	1,901
Interest expense	(3,260)	(3,091)
Other non-operating income	8,524	
Earthquake damages and expenses	(635)	(1,578)
Federal and state earthquake assistance	635	1,578
Gain from fire insurance settlement	274	3,105
Abandonment of railroad tracks		(2,226)
Gain on sale of materials	8	6
Total Other Income (Expense)	8,003	(305)
Net Income	\$16,475	\$ 7,108

Copies of the Port's complete financial statements and independent auditor's report may be obtained for \$2.50 from the Accounting Manager, Port of San Francisco, Ferry Building, Suite 3100, San Francisco, CA 94111.

"We're not just planning to meet the needs of the next millennium"

— Paul Osmundson, Director, Planning & Development



As we approach the new millennium, we are witnessing a resurgence in revitalization projects along the waterfront. The catalyst for these activities was the adoption, in June 1997, of the Waterfront Land Use Plan, the Port's detailed blueprint that will guide the

we're setting the pace for the new millennium."



revitalization of the Port over the next 20 years.

During 1998, the Planning and Development division worked on nineteen key projects in various stages of development. In all, the City and the Port have committed more than \$500 million for waterfront improvements.

Ferry Building Renovation

In May, two months before its 100th anniversary, the Port issued a Request for Qualifications and Proposals (RFQ/P) for the restoration of its landmark structure – the Ferry Building. The Port envisions public-oriented uses on the ground floor and adjoining plazas to maximize public access to and enjoyment of the renovated Ferry Building.

In November Wilson Cornerstone was selected to assist the Port in returning the landmark Ferry Building to its former grandeur. Wilson Cornerstone is one of the nation's largest office real estate investment trusts (REIT). Restoration should be completed before the end of the year 2002.

Pier 1 Maritime Office Building

In May, the Port Commission granted San Francisco based AMB Property Corporation the right to convert Pier 1 from an interim parking area to Class A office space. AMB Property Corporation is one of the nation's largest industrial REITs. The project will include historic renovation of the pier shed and creation of about 150,000 square feet of commercial office space. Intended uses include maritime office and relocation of the Port's offices from the Ferry Building. AMB will also locate its new corporate offices at Pier 1.

James R. Herman Cruise Ship Terminal

The Bryant Street Pier – Piers 30/32 and seawall lot 330 – is considered one of the Port's most attractive development sites. Long used for temporary commercial and public events, exhibitions and fairs, Piers 30/32 has been designated as the site for the ESPN-X Games to be held consecutively in the Summers of 1999 and 2000. In response to cruise line's growing interest in San Francisco, the Port has earmarked Piers 30/32 as the site for the new world-class James R.

Herman International Cruise Terminal, named in honor of the late Port Commissioner who died earlier this year. An RFQ/P is scheduled to be issued mid- 1999. The new facility will handle anticipated increases in cruise business well into the next century.

Downtown Ferry Terminal Project

Passenger ferry service on San Francisco Bay is projected to increase significantly in coming years. New ferry landings will be created at the Ferry Building, and associated break-water and land-side and public access improvements will be made. A new South Terminal will be built for all East Bay ferry service, and the existing North Terminal will be reserved for North Bay service and relocated nearer to the Ferry Building. This expanded capacity will accommodate current and projected increases in ferry ridership. The next phase will expand berthing to provide for future airport hovercrafts, Treasure Island ferry service and other possible water borne transit service. To improve pedestrian circulation, the entire Bay side of the Ferry Building and a central concourse through the Building will be publicly accessible. The project is scheduled to begin construction in Fall 1999.

China Basin Ferry & Excursion Terminal

The Port received a \$2 million grant from the Department of Transportation for construction of a new ferry terminal at China Basin Channel. This new China Basin Terminal will be located adjacent to the San Francisco Giant's Pacific Bell Ballpark and will provide passenger ferry service that connects China Basin and Mission Bay with existing ferry terminals in the Bay Area. The project is scheduled to begin construction in Fall 1999.

“Our dedicated staff is building the port of tomorrow, while made by past generations.”

– Alex Lee, Director, Facilities & Operations



The Port of San Francisco is a city within a city. More than 127 men and women are responsible for the engineering, maintenance and operations of the Port's vast infrastructure. Within the Port's 7.5 miles of waterfront and 645 acres of property are 2.7 million square feet of space under roof, 650,000 linear feet of chain

Preserving the investment and tradition of the waterfront



link fence, 1,150 steel curtain doors, 31,000 light fixtures, 4.4 million feet of electrical conduits, 70,000 pilings, 280,000 feet of piping, and 4.95 million square feet of painted surfaces. The 99 member Maintenance Department plans and coordinates the upkeep of these facilities – many of which are more than 100 years old.

The 22-member Engineering Department is responsible for the improvement, design and new construction at the Port, and issues building permits for all construction work within the Port's jurisdiction. One notable achievement has been the successful and timely issuance of building permits for the new \$250 million Giant's Pacific Bell Park.

The six-member Environmental group oversees the Port's compliance with all applicable environmental rules and regulations. The Environmental group works on complex environmental permitting issues with the Army Corp of Engineers, Bay Conservation Development Commission, State Lands, Regional Water Quality Control Board, Regional Air Quality Control Board, and the Environmental Protection Agency.

Pier 35 Passenger Terminal

Port staff completed improvements to the Pier 35 Passenger Terminal, including a new escalator and elevator, to ready the facility for the increased passenger traffic anticipated from the addition of two new cruise lines that will call on San Francisco in 1999.

Downtown Ferry Terminal

Construction of a new Downtown Ferry Terminal behind the Ferry Building is expected to begin in 1999. The new terminal will serve as the City's gateway to over 2.3 million ferry commuters a year. The new terminal includes an additional ferry landing that will more than double current passenger capacity and covered walkways to protect people from increment weather.

Pier 98 Wetland Restoration

In 1998, the Port finalized plans and began construction for the restoration of wetlands at Pier 98. The project will

enhance the public's access to, and enjoyment of, the southern waterfront, and improve wildlife habitats in the area. The Port worked with local community groups and City College of San Francisco to develop an outreach program to bring children to Pier 98 to experience and study the newly created wetlands.

Seismic Upgrade to the Ferry Plaza and Piers 27/29

Seismic upgrade work was completed for the Ferry Plaza and Piers 27/29. The work strengthened the structures at these locations and will enhance the safety and survivability in the event of an earthquake. The \$5.6 million project was funded by the Federal Emergency Management Administration.

Maritime Access

To show our commitment to the maritime industry, the Port expended \$1.5 million in 1998 to dredge two container cargo berths at Pier 80 and two cruise ship berths at Pier 35. An additional \$1.9 million is budgeted in 1999 for future dredging to improve maritime access. Other projects to enhance maritime access include leveling of crane track and fender pile replacement at Pier 80 budgeted at \$1.4 million.

Mission Rock Temporary Homeless Shelter

In just one week, the Port's maintenance staff converted an old 55,000 square feet freight forwarding station into a temporary shelter for the homeless. Capable of housing more than 600 people, the facility provided much needed shelter for the City's homeless during the winter storms of 1998.

*“What we have accomplished has been possible through the unselfish
make the Port of San Francisco what it is.”*

– Douglas Wong, Executive Director, Port of San Francisco



Executive

Renée D. Dunn
Imani S. Haygood
Brajah Q. Norris
Imelda G. Quesada
Veronica Sanchez
Douglas F. Wong

Facilities & Operations

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Lonnie L. Alfano
Rochelle V. Alvir
Carol E. Bach

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Gerald C. Baker
James A. Balsham
Larry E. Bean
Anthony Bettiga
Richard V. Bettiga Jr.
Mabal S. Bhat
Leo J. Bragagnolo
Edmund C. Bubnis
Tyrone L. Burney
Thomas F. Butler
Edward F. Byrne
Oswaldo A. Caamano
Angelo F. Calvo

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Kenneth J. Chu
Stanley S. Chu
Steve J. Coccellato
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Ray Cordova
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Richard A. Detra
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Jesus M. Dominguez
Michael R. Duckworth
George B. Dudley
James C. Elbing
Timothy J. Felton
Darrell B. Fisher
Derek O. Freeman
Michael P. Gallagher
Timothy J. Gallagher
Frederick F. Gerard

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Harold F. Groff
William J. Gunn
Stanley W. Hagwood
Galford S. Hash
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John V. Holt
Dave Howlett
Cathy C. Huynh
Lawrence F. Iorio
Clifford G. Jarrard
Kevin W. Jensen
Kevin E. Johnson
Richard G. Johnson
Willie C. Johnson
Ryan W. Jones
Robert J. Keith
William M. Kelly
George B. Kennedy
Christopher E. Kiesselbach
Jerry P. Kondeff
Wain L. Kung
Bruce Lanham
Alexander K. Lee

Gary Lee
Olivia W. Lee
Daniel Lehr
John G. Leonard
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Manuel E. Manuel
Giovanni I. Martinez
Mark A. Maxemin
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